

DEPARTMENT OF THE ARMY  
Corps Of Engineers, Northwestern Division  
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CENWD-HR  
Memorandum  
No. 690-1-2

1 June 2003

Civilian Personnel  
HOURS OF DUTY - ALTERNATE WORK SCHEDULES

**History.** This issue is a revision and consolidation of North Pacific Division Memorandum 690-1-600, 1 December 1995, and Missouri River Division Memorandums 690-1-29, 1 May 1988, and 690-1-44, 1 June 1992.

**Summary.** This memorandum on leave and hours of duty for alternative work schedules is revised to incorporate the three publications listed above.

1. PURPOSE. To prescribe policies and procedures for hours of duty, office hours, and paid absences under the Alternate Work Schedule (AWS) for all Headquarters, Northwestern Division (HQNWD) employees.
2. APPLICABILITY. This memorandum is applicable to all employees of the Headquarters, Northwestern Division. Bargaining unit employees are subject to the provisions of the appropriate negotiated labor agreement. If provisions of the labor agreement conflict with this memorandum in any area, the labor agreement will govern.
3. REFERENCES.
  - a. Title 5, U.S.Code, Chapter 61, (Flexible and Compressed Work Schedules).
  - b. 5 CFR 610, Subpart D.
  - c. OPM Handbook on Alternative Work Schedules dated December 1996.
  - d. DoD Civilian Personnel Manual at <http://www.cpms.osd.mil/cpm/cpm.html>
4. DEFINITIONS.
  - a. Alternate Work Schedules. (AWS) means both flexible work schedules and compressed work schedules.

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\*This memorandum supersedes NPDOM 690-1-600, 1 December 1995, MRD-M 690-1-29, 1 May 1988 and MRD-M 690-1-44, 1 June 1992.

b. Basic Work Requirement. Means the number of hours, excluding overtime hours, an employee is required to work or to account for by charging leave, credit hours, excused absence, holiday hours, compensatory time off, or time off as an award.

c. Biweekly Pay Period. Means the two (2) week period for which an employee is scheduled to perform work.

d. Clock Time. HQNWD is in two locations and two time zones. All references to time are to local time of location.

e. Core Hours. Means the time periods during the workday that are within the tour of duty during which an employee covered by a flexible work schedule is required to be present for work. At HQNWD the core hours are 0900 to 1500. All employees must be present during core hours unless excused by appropriate supervisor, except for a lunch period of 30 minutes.

f. Credit Hours. Means those hours within a flexible work schedule that an employee elects to work in excess of his or her basic work requirement in order to accomplish assigned work tasks efficiently and to vary the length of a workweek or workday. Credit hours will normally be approved in advance by the employee's supervisor. At HQNWD, these are hours worked in excess of the basic 8-hour day. Credit hours may be accrued in ¼ hour increments and not to exceed a maximum of 2 credit hours on any given workday. The maximum number of credit hours an employee may carry over from a biweekly pay period to a succeeding biweekly pay period is 24 hours for full-time employees and ¼ of a part-time employee's biweekly work requirement. Credit hours may not be earned on weekends, holidays, or while in travel status. Credit hours may be earned at the TDY location, but not during actual travel. Credit hours may be used only for time off and must be approved by the supervisor.

g. Flexible Hours. Means the times during the workday which an employee covered by a flexible work schedule may choose to vary his or her scheduled times of arrival to and departure from the work site. These times must be consistent with the duties and requirements of the position. Flexible time bands are 0630 to 0900 and 1500 to 1800.

h. Flexible Work Schedule (FWS). Means a work schedule that has an 80-hour biweekly basic work requirement that allows an employee to determine his or her schedule within the limits established by this OM.

i. Flexitour. Means a type of flexible work schedule in which an employee is allowed to select starting and stopping times within the flexible hours. Once selected and approved by the supervisor, the hours are fixed until a new flexitour is requested and approved.

j. Compressed Work Schedule. (CWS) means an 80-hour biweekly basic work requirement that is scheduled for less than 10 workdays.

k. Official Business Hours. The hours established as open for business. These hours are 0730 to 1600 hours Monday through Friday, except for holidays. Normal lunch hours will be from 1130 to 1230. Offices do not have to be staffed during lunch hour, but will be operational during operating hours.

l. Overtime Hours. All hours in excess of eight (8) hours in a day or 40 hours in a week that are officially ordered in advance, but does not include credit hours.

m. Tour of Duty. Under the AWS program the tour of duty comprises all hours and days for which core and flexible hours have been designated. The tour of duty defines the limits within which an employee must complete his or her basic work requirement. Individual tours of duty must be compatible with all the requirements of this memorandum.

## 5. POLICY.

a. In order to maximize the benefits expected from a variable workweek system, supervisors and managers will permit as many employees as possible to participate in the AWS program as described in this OM to enhance the quality of work life for our employees. Any exclusions or limitation of employee participation must be based on, but not limited to: reductions in productivity, organizational efficiency or mission accomplishment; a diminished level of services furnished to customer; an increase in operations cost; or observed abuses of the program and will be documented in writing to the employee.

b. Employees will meet with their supervisors to develop a mutually agreeable work schedule that includes the core hours outlined in this OM. Employees will also coordinate their schedules with their day-to-day contacts in order to assure continuity and efficiency of all Division work.

c. The compressed work schedule is excluded from general application. However, Directors and Office Chiefs may request approval to implement a compressed work schedule. Such proposals will be coordinated with the HQNWD Human Resource Director to assure that they are compatible with legislation and guidance from higher headquarters and must be approved by the Deputy Commander.

d. To facilitate communication requirements with our customers and co-workers, all HQNWD employees must make full use of our technology tools by: maintaining their Outlook calendars (appointments, meetings, out of office, etc.), using Outlook Calendar's Meeting Request feature to schedule meetings, using Outlook's Out of Office e-mail feature, and telephone voice mail messaging.

e. Exceptions to this OM may be approved by the employee's supervisor.

6. OPERATING PROCEDURES.

a. Variable Workweek. Employees may begin their workday as early as 0630 but no later than 0900 and may work until 1800 (unless working ordered overtime which may extend beyond 1800). Employees may choose a departure time after the daily work requirement is completed unless ordered to perform overtime work. Once an employee arrives at work, the employee is not free, with the exception of the lunch period, to then leave and come back to work unless the time is charged to leave or credit hours and approved by the appropriate supervisor. Supervisors retain the authority and responsibility to adjust an employee's choice of arrival and departure times.

b. Core Time. Unless working under a Telework agreement, employees must be at work during core time (0900 to 1500) Monday through Friday, unless excused by the appropriate supervisor. Absence during core time will normally require a charge to leave or the use of credit hours since supervisors are expected to excuse absences of less than one hour less frequently under a flexible work schedule than under a fixed work schedule.

c. Arrival and Departure Times. Employees may begin their workday as early as 0630 but no later than 0900 and may work until 1800.

d. Daily Work Requirements. Full-time employees are responsible for completing a daily work requirement of eight hours, Monday through Friday. Completion of the work requirement may consist of work or a combination of work, credit hours and approved leave. Part-time employees have individual work requirements.

e. Earning Credit Hours. Credit time is approved voluntary work in excess of the eight-hour daily requirement. Credit hours may not be earned outside the hours of 0630 through 1800 Monday through Friday. Credit hours may be accumulated daily in ¼ hour increments when an employee elects to work in excess of the basic work requirement that will be applied to subsequent workday, workweek, or bi-weekly pay period. Credit hours may be accumulated and carried over to succeeding pay periods up to a maximum of 24 hours for full-time employees and ¼ the hours in part-time employee's bi-weekly schedule. Credit hours in excess of the maximum carryover are forfeited. An employee may not earn credit hours for travel. Travel itself does not meet the definition of credit hours in 5 U.S.C. 6121 (4). SES employees are prohibited from earning credit hours (5 CFR 610.408).

f. Using Credit Hours. Use of credit hours is restricted to those that have already been earned and are to be counted as part of the basic work requirement to which they are applied. For example, an employee may not take credit hours on Monday for hours that the employee plans to earn later in the week or pay period. Credit hours may be used in ¼ hour increments. Using credit hours requires the same supervisory approval, as does annual or sick leave.

g. Lunch Period. Employees must account for a minimum lunch period of ½ hour, and may extend the lunch period so long as the eight-hour daily work requirement is met. Taking longer than a one-hour lunch period requires supervisory approval. Employees may not work through lunch periods and leave early since a lunch period is not considered hours of work.

h. Rest Periods or Breaks. One rest period or break not in excess of 15 minutes may be authorized at approximately the midpoint of each four hours of continuous duty. The rest period may not be a continuation of the lunch period or used at the beginning or end of the tour of duty to alter arrival or departure times. The time of the rest period or break is subject to approval by the supervisor.

i. Overtime. Overtime under the variable workweek is defined as all hours in excess of eight hours in a day or 40 hours in a week that is ordered in advance by management. Since overtime hours are not elected by the employee, overtime hours cannot include credit hours.

j. Time and Attendance. Full-time employees are responsible for completing a daily work requirement of eight hours, Monday through Friday. Completion of the work requirement may consist of work or a combination of work, approved credit hours and approved leave. Part-time employees have individual work requirements. All employees will use Eng Form 4704, May 81, to record their time and attendance by listing their name in the appropriate block and completing the date, regular hours, holiday, annual leave, sick leave and credit hours columns. All employees shall sign and submit the form when required by their assigned timekeeper.

k. Scheduling Annual and Sick Leave. Working a variable workweek does not affect an employee's right to request annual or sick leave during either core time or flexible time. The variable workweek merely provides the employee with the option to better control the use of sick and annual leave. The working of a variable workweek does not change the supervisor's authority and responsibility to approve the scheduling of leave. The variable week offers substantial opportunity for employees to use their increased flexibility instead of small amounts of leave, and it is anticipated that many employees will accumulate larger amounts of leave to use. It therefore becomes even more important that supervisors and employees effectively plan a mutually agreeable annual leave schedule early in the year to ensure that no employee forfeits annual leave at the end of the leave year.

l. Holidays, Travel, Sick, Compensatory, Annual and Other Leave Days. Holidays, compensatory days off, days in which official leave is used for the entire day, and days in travel status will be credited by the element timekeeper as eight hours for full-time employees, unless overtime work while in travel status is ordered in advance. The part-time employee relieved or prevented from working the scheduled duty day because of a designated holiday by Federal statute or executive order, is entitled to basic pay for the scheduled number of duty hours, not to exceed eight hours.

m. Pay For Credit Hours. When an employee is no longer covered by a variable work schedule program utilizing credit hours, the employee must be paid for the unused accumulated

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credit hours at their current rate of pay. Payment for accumulated credit hours is limited to a maximum of 24 hours for full-time employees. For a part-time employee, the limit is  $\frac{1}{4}$  of the employee's bi-weekly work requirement. An employee may not be compensated for credit hours for any other reason (e.g., excess unused credit hours that cannot be carried forward into the next pay period).

FOR THE COMMANDER:

A handwritten signature in black ink, appearing to read 'Clifton P. Jackson, Jr.', written over the printed name.

CLIFTON P. JACKSON, JR.  
Executive Assistant

DISTRIBUTION:

All HQNWD Employees